MULTIMEDIA UNIVERSITY

STUDENT ID NO

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# MULTIMEDIA UNIVERSITY

# FINAL EXAMINATION

**TRIMESTER 1, 2022/2023 (TERM ID 2215)**

## BKM2014 – KNOWLEDGE MANAGEMENT

(All sections/Groups)

22 FEBRUARY 2023
2.30PM – 4.30PM
(2 Hours)

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## INSTRUCTIONS TO STUDENT

1. This question paper consists of 4 pages.
2. Attempt ALL question. The distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

**Structured Questions (100 Marks)**

**Answer ALL Questions**

**QUESTION 1**

**The Role of Knowledge Management in Digital Transformation**

Knowledge management refers to the art and science of optimizing knowledge flows within an organization. It involves the efficient handling of information and resources within an organization, which is an integral part of digital transformation. Managing knowledge provides clarity on the best means of acquiring knowledge, the mechanisms for producing new knowledge and how the learning process undertaken is integrated in practice. This is especially useful in an era where dealing with customers who are more digitally conscious than ever and are comfortable using multiple devices to interact with a business

Knowledge management is done through various methods and techniques such as knowledge mapping, the conduct of knowledge café that facilitates unfretted and open conversations, and the creation of communities of practice that encourage interactions necessary to explore options available to meet customer requirements that emerge.

It is crucial to understand that digitization and digitalization enable digital transformation. Whilst these processes incur high cost, they may not be sufficient for digital transformation to occur successfully. What is pertinent is to first acquire knowledge on what information needs to be digitized and what processes need to be digitalized and when. This knowledge is acquired from experience available by experts or through knowledge sharing techniques with relevant parties concerned.

Digitalization involves investment in digital technologies. Before embarking on digitalization, an organization needs first to assess from many different perspectives what processes are currently hampering growth and have to be digitalized first. Getting people who need this knowledge with people who have this knowledge is important in this context. Only then can the correct process be selected for digitalization.

Digital transformation is an ongoing process. It involves creating and maintaining an environment in which people are comfortable in engaging, interacting and integrating ideas that are free flowing. Such ideas have to then be assessed for its usability and how they may be integrated into existing work routines. This process of learning, unlearning and relearning, is a necessary component of digital transformation. As organizations increase their knowledge management maturity levels, they are able to develop knowledge management strategies that support digital transformation processes for desired results to be achieved.

In summary, the digital transformation process is an ongoing voyage of discovery of new ways to meet the ever-evolving demands of digital customers. This process is facilitated to a large extent by knowledge management. Managing knowledge assists in identifying what to digitize, and how to digitalize optimally. This reduces the costs

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associated with digital transformation. More pertinently, through ongoing and relentless focus on building knowledge management maturity, the ongoing process of closing the gap between the needs of digital customers and what is delivered will become easier with time.

Source: Dr Rumesh Kumar, https://www.thinkbeyondgroup.eu/the-role-of-knowledge-management-in-digital-transformation/

a) Discuss **THREE (3)** roles of knowledge management in digital transformation process as described in the case study above. (12 marks)

b) This article stated that in order to acquire the right knowledge to be digitized from the experts or the relevant parties, the knowledge sharing technique can be applied in this context. However, there are a few obstacles that can hinder knowledge sharing in organizations. Explain **THREE (3)** of these main obstacles. (9 marks)

c) Gruber and Duxbury (2001) have concluded that an environment that truly supports the sharing of knowledge has a few characteristics. Describe **THREE (3)** of the characteristics. (9 marks)

d) "As organizations increase their knowledge management maturity levels, they are able to develop knowledge management strategies that support digital transformation processes for desired results to be achieved". There are a few maturity models that can be used to measure the organization's maturity level and one of it is Fujitsu Stages of Organizational Maturity. Explain the **FIVE (5)** stages of Fujitsu Stages of Organizational Maturity. (10 marks)

(Total: 40 Marks)

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## QUESTION 2

a) One of the methods that can be used during knowledge capture and acquisition process is the structured interview. However, this method requires reflective listening on the interviewer part in order it to be effective. Discuss **FOUR (4)** major techniques of reflective listening. (12 marks)

b) In addition to the SECI Model, Nonaka and Takeuchi (1995) proposed five enabling conditions for organizational knowledge creation. Briefly discuss any **TWO (2)** of these enabling conditions. (8 marks)

(Total: 20 Marks)

## QUESTION 3

a) During the knowledge acquisition process, the following notes were taken by one of the knowledge engineers. Develop a decision tree to represent the knowledge captured:

***How to approve a house insurance policy?***
3 criteria to evaluate application- area, material, insured value

#1: check if the house is in high risk area or not?
#2: next, see if the house is made of brick/stone or mixed materials
#3: if insured value is more than 80% of the market value, and with mixed materials, then it can be approved.
#4: if the insured value is below 80% of the market value and area is not high risk and the house is made of mixed materials, then it can be approved.

(10 marks)

b) A company has implemented communities of practice for close to three years but has found that only a small number of members are active with the majority being relatively passive. Due to this reason, the top management is considering terminating the communities of practice project. In your opinion, should the company terminate this project? Provide **TWO (2)** reasons to support your opinion. (10 marks)

(Total: 20 Marks)

**Continued ...**

## QUESTION 4

a) Discuss **TWO (2)** needs of a knowledge management strategy.
(5 marks)

b) Describe **THREE (3)** roles of Chief Knowledge Officer. (6 marks)

c) Briefly explain the **THREE (3)** types of intellectual capital in organisations
(9 marks)

(Total: 20 Marks)

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